

# REPORTER

The electronic magazine of the United Kingdom ACE Association

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# Politics gets personal

Sir Gus at the ACE Conference [Go](#)





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# Learning from each other

It is my pleasure to edit this edition of ACE Reporter, our first since conference, and what a fantastic conference it was. For those unable to be with us, you missed an incredible line-up of speakers, productive break-out sessions, and interaction with friends and colleagues. It was the best-attended conference to date.

Highlights included Ed Miliband, Minister for the Cabinet Office, who gave an excellent and well-informed speech. Sir Gus O'Donnell painted an intriguing picture of his successor in 2020 – and the issues facing the Cabinet Secretary and *her* Civil Service. Medd Hughes, Chief Constable for South Yorkshire talked on policing preparation for the 2012 Olympics.

Terry Morgan, CEO Tube Lines, and Alan Cook, MD of Post Office Ltd, talked about organisational transformation, and leading for success. I must make special mention of Alan Hinkes our after-dinner speaker. Alan is one of only 13 people who have conquered the 'Big 14', peaks over 8000 metres, and the only Brit to

date. His vivid descriptions of the endeavours and hardships were an inspiration to me. He left me feeling humble.

It is heartening to see ACE going from strength to strength, ably led by our chair Vanessa Lawrence. We now have membership over 150, with Sir Gus O'Donnell taking a keen interest in our progress. Some committee members fed back to him from the Conference in December, and it was clear that ACE is extremely important to him.

Finally I would like to say my personal thanks to Clive Bennett, who retired from DVLA in November. Clive has put a considerable amount of energy into ACE, and will be missed.



**Guest Editor**  
**Paul Markwick, CEX**  
**Vehicle Certification**  
**Agency**

# Walk on the wildside

Want to know what wildlife is living near you? Thanks to a collaboration between Ordnance Survey and the Joint Nature Conservation Committee (JNCC) – through the ACE network – it is only a click away. The National Biodiversity Network allows users to choose any 10km square across the UK to see what has been recorded there.

In square TL28, for instance, there is an array of amphibians, birds, conifers, ferns, reptiles and spiders. There are also records for more than 2,200 different species of insect.

Deryck Steer, managing director JNCC, said: 'The boundaries between Agencies

and Central Departments got a fair bit of attention at the Pushing the Boundaries conference. This is of high interest to JNCC, as many Departments and Agencies hold environmental and geographic information.

'The National Biodiversity Network, a partnership of bodies concerned with biodiversity, has made available 28 million records via its website. The information comes from many validated sources, including the volunteer community.'

- Find out more at [www.searchNBN.net](http://www.searchNBN.net)

'The National Biodiversity Network allows users to choose any 10km square across the UK to see what has been recorded there'



ACE chair Vanessa Lawrence, Director General and Chief Executive, Ordnance Survey, and Deryck Steer, Managing Director, Joint Nature Conservation Committee (JNCC) demonstrate the technology to Cabinet Secretary Sir Gus O'Donnell at ACE Conference.

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# Taste of success

A healthy eating café in Clydebank is inspiring youngsters to be the next Gordon Ramsay, with help from Communities Scotland. Café Knowes in Faifley provides a range of cookery courses and healthy eating schemes for young people who would otherwise be excluded from the workplace.

Youngsters learn how to cook with nutritional ingredients with a trained chef. Customers enjoy a menu of healthy fare, and unhealthy dishes are banned. The café is also a busy hub in the local community, providing computers with free internet access.

The community café was set up by Knowes Housing Association with support from Communities Scotland's Wider Role Fund

**'Youngsters learn the value of cooking with vegetables and fruit with the hope this is then carried on into the next generation'**

which supports housing associations to develop services that benefit their local communities.

Communities Scotland's contribution provided a range of cookery equipment for the classes and new computers for use by the local community. Café Knowes also distributes fruit from the local market to schools around West Dunbartonshire and was recently recognised with a Scottish Healthy Choices Award.

Jeanette Ross, from Knowes Housing Association, said: 'The funding from Communities Scotland has helped us with start-up costs and allowed us to provide cookery workshops for youngsters from all over West Dunbartonshire.

'We focus on teaching people about the benefits of good, nutritional food. Youngsters learn the value of cooking with vegetables and fruit with the hope this is then carried on into the next generation. The venue is a real asset for the community.'

Communities Scotland's area director for Argyll and Clyde, Alex Robertson, added:



'With celebrity chefs like Gordon Ramsay and Jamie Oliver, the benefits of healthy eating have never been more in the public eye. Communities Scotland is delighted to support this community café which also delivers vital training and learning opportunities.'

Café Knowes is supported by NHS Greater Glasgow and Clyde and the West Dunbartonshire Healthy Living Initiative. Knowes Housing Association received £35,000 from Communities Scotland's Wider Role programme, that supports housing associations carrying out a range of activities such as helping young people into employment, providing local social amenities, improving the environment and preventing crime.

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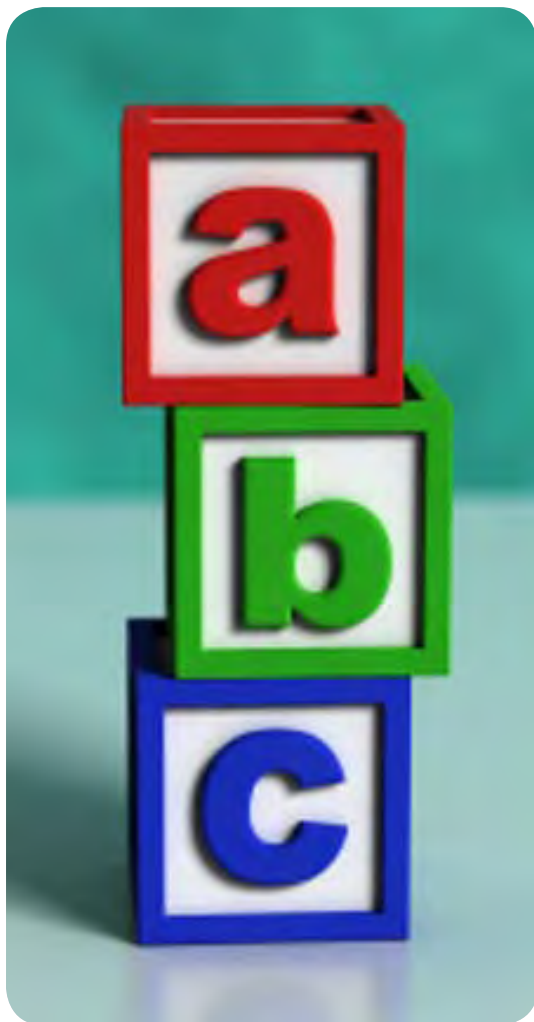
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# Raising billions is as easy as ABC!



Technology is helping the UK Debt Management Office (DMO) deliver a faster and more efficient service to investors and traders in UK Government bonds. The DMO recently held its first electronic gilt auction by a means known as Automated Bid Capture, or ABC, successfully raising one billion pounds for the Exchequer.

The auction results were processed and published to the financial markets and public at large within 10 minutes of the close of the auction – around half the time it took previously. DMO chief executive Robert Steeman said: 'This has been a significant step forward for the DMO and the gilts market.'

An Executive Agency of HM Treasury, the DMO is responsible for raising most of the funding needs of Government. It does this by selling auction bonds or gilts to the investment banks – known as Gilt Edged Market Makers (GEMMS) – and their institutional clients. It also sells gilts on a smaller scale to the general public.

The Government's funding requirements can be as high as £60 billion per year, which means that each gilt auction is usually a sizeable sum.

Steeman said: 'Typically £1 billion to £2.5 billion of bonds, which translates to about 35 auctions per year. Previously, gilt auctions were carried out by the GEMMS calling through their auction bids to the DMO by telephone. This arrangement worked well for many years although it was, in spite of an array of tight controls and checks, susceptible to human error.'

**'This has been a significant step forward for the DMO and the gilts market'**

In view of the high value of the auctions and the critical need to deliver the service to the financial markets quickly, efficiently and to a zero error level of quality, the DMO sought to make more use of technology to collect the bids from the GEMMS. It invited potential suppliers to provide a bid collection system

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and following a thorough evaluation process selected the Bloomberg Auction System, a well established and respected data provider and trading platform in the financial markets.

‘One of the key benefits of our automated bid capture system is the ability to run the auction or cut over to complete the operation from a different location’

‘The introduction of the electronic bidding system in May has helped in particular to trim the risk for the GEMMs by reducing the waiting time for the results and therefore the uncertainty as to whether their bids have been successful or not,’ said Stheeman.

Business Continuity is a major issue for the DMO given the very large sums involved in its trading activities and the potential impact

an interruption such as a power cut or an evacuation during an auction could have on the GEMMs and the financial markets. ‘Consequently,’ he said, ‘one of the key benefits of our automated bid capture system is the ability to run the auction or cut over to complete the operation from a different location. This provides more assurance over the resilience of this critical function as a key component of the government’s financing framework.’

ABC has been warmly welcomed by the GEMMS and has transformed the way in which billions of pounds are raised each year in gilt auctions. Publication times show that the average time taken to announce results takes 19 minutes by telephone and eight minutes by Bloomberg. Today’s financial world is an increasingly fast-moving and complex place to conduct business. ABC has enabled the DMO to enhance the service it provides to the Government and to the markets in a simple and efficient way... as easy as ABC.

● More information at [www.dmo.gov.uk](http://www.dmo.gov.uk)



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# Driving up new avenues

One of the smaller Government agencies runs one of the busiest websites. The Vehicle Certification Agency (VCA) runs the New Car Fuel Consumption and CO<sub>2</sub> database that receives 38 million hits a year and is therefore one of the 'most active' websites Government has, said VCA CEX Paul Markwick, ACE Reporter guest editor.

The website helps buyers of new cars to reduce the impact of their vehicle on the environment; identify the vehicle excise duty and/or the relevant company car tax percentage bracket, based on CO<sub>2</sub> levels; and helps people search for cars that offer lower fuel consumption or use alternative fuel types.

'This service, one of many diverse services, shows how much our work at the VCA has changed in the past few years,' said Markwick. 'Our work is about delivering improvements in safety and environmental performance. On the back of our CO<sub>2</sub> work, we have developed a system to enable dealers to produce the energy labels that appear on new cars displayed in showrooms and we monitor new car advertising to ensure the rules regarding the display of fuel consumption and CO<sub>2</sub> figures are followed.'

VCA is an executive agency of the Department



'We compete for activities and do not earn money from Government unless through competition'

for Transport and the UK's approval authority for new road vehicles, agricultural tractors and off-road vehicles. It is responsible for recovering all its costs, said Markwick. 'We work entirely commercially, by charging fees. We compete for activities and do not earn money from

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Government unless through competition. In a country that no longer has a thriving automotive industry, that has meant looking overseas for income, in order to sustain the agency.

'Forty years ago there was a vibrant automotive industry in the UK with big companies like British Leyland that used to employ a quarter of a million people in the 60s and 70s. Today there is only really Jaguar/LandRover left with substantial engineering activities. We now work around the globe from Detroit in North America to Nagoya in Japan, because that is where our customers are.

'We have offices, too, in Malaysia, China and India and Korea. We work in these countries with the grace and favour of the national governments. Effectively, we are invited in to help their industries export, and help UK businesses in reverse. We are planning to open VCA Australia and VCA Italia in 2008 and, and a really interesting proposition in the future will be VCA Russia.'

The technical expertise and skills VCA staff have gained from working within prescribed legislative frameworks has taken VCA into the new areas of the packaging of dangerous goods and environmental enforcement.

## 'It indicates that our experience and level of skill is recognised within the wider Department for Transport family'

The VCA was asked to take over responsibility for the certification of dangerous goods packaging – anything from bullets to aerosol cans – in April 2007. 'This was particularly pleasing for me because it indicates that our experience and level of skill is recognised within the wider Department for Transport family,' said Markwick.

'Our enforcement standards on noise emissions from equipment designed for use outdoors led to us winning the Waste Electric and Electronic Equipment (WEEE) contract with BERR, which seeks to make producers responsible for financing the collection, treatment, and recovery of waste electrical equipment, and to ensure distributors allow consumers to return waste equipment free of charge.

'While this is not directly a transport issue, it builds on some successful enforcement programmes that we run using our core technical skills.'

Markwick said: 'Despite a programme to raise awareness we are still finding cases of non-compliance and this is not acceptable. It is our intention to take a much more robust stance against companies who fail to bring their products into compliance.'

● Find out more at: [www.vca.gov.uk](http://www.vca.gov.uk)

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# Leading the way

Excellent public services require excellent leaders who recognise the importance of continued learning and development both for themselves and for those they lead. In keeping with this, the Centre for Leadership at the Fire Service College has launched a brand new national leadership programme for the Fire & Rescue Service.

Leaders in the service are operating in an increasingly complex, challenging environment that covers a wide range of political, strategic and operational contexts and emergency response situations. Gill Newton, Chief Executive of the college, says embedding effective leadership is crucial for driving change and continual improvement across the service.

'A modern Fire and Rescue Service needs a leadership and development structure that grows highly capable leaders and managers. The National Leadership Programme will prepare future leaders by promoting effective and appropriate leadership behaviours throughout the service,' she says.

'It supports the drive to embed good equality and diversity practice to help nurture

and develop the service's best talent. It has been designed to ensure the highest quality results, a greater equality of opportunity for staff and more consistency in the crucial field of leadership across the service.'

The National Leadership Programme (NLP) supports a four-year development strategy and aims to foster the effective development of leadership across all levels and in all sectors within the Fire & Rescue Service.

Aimed at strategic managers, middle management and supervisory levels, it provides opportunities for both current and future leaders in the service. It was developed

**'A modern Fire and Rescue Service needs a leadership and development structure that grows highly capable leaders and managers'**



# Leading the way

based on extensive research and close consultation with Fire & Rescue Services, the Chief Fire Officers' Association (CFOA) and the Local Government Association (LGA).

Recognising that every Fire & Rescue Service faces its own unique challenges and that there will be different priorities at different times, the NLP offers a framework to assist each service to continue to develop and build on existing leadership development activities, based on the core values of the Fire & Rescue Service.

The programme incorporates a number of resources, tools and best practice approaches, including the newly developed Executive Leadership Programme (ELP) developed by the Centre for Leadership in partnership with Warwick Business School and the National School of Government, which will go live in January 2008.

It offers access to resources and tools to aid continuous learning and development, including: Principal Officers Development Opportunities (PODO); the Coaching Skills Initiative, which provides best practice communication skills to help develop

'The NLP offers a framework to assist each service to continue to develop and build on existing leadership development activities, based on the core values of the Fire & Rescue Service'

talented people and their leadership styles; and the Aspire Leadership Diagnostics that provide valuable feedback to individuals on their own leadership behaviour.

Free access to Ashridge's Virtual Learning Resource Centre is offered, together with a set of workbooks on Change, Diversity and Leadership, to every fire station in England.

The programme was officially unveiled in London with a keynote speech from Fire Minister Parmjit Dhanda MP at a gathering of chairs of fire authorities chief fire officers, chief executives, HR directors and other senior officials. Regional launches are taking place in Leeds, Peterborough, at the Fire Service College in Moreton-in-Marsh, and London.

- For more information, contact Sue Hopgood, Director of FRS Organisational Development at the Fire Service College. Tel: 01608 812977, email: [shopgood@fireservicecollege.ac.uk](mailto:shopgood@fireservicecollege.ac.uk)

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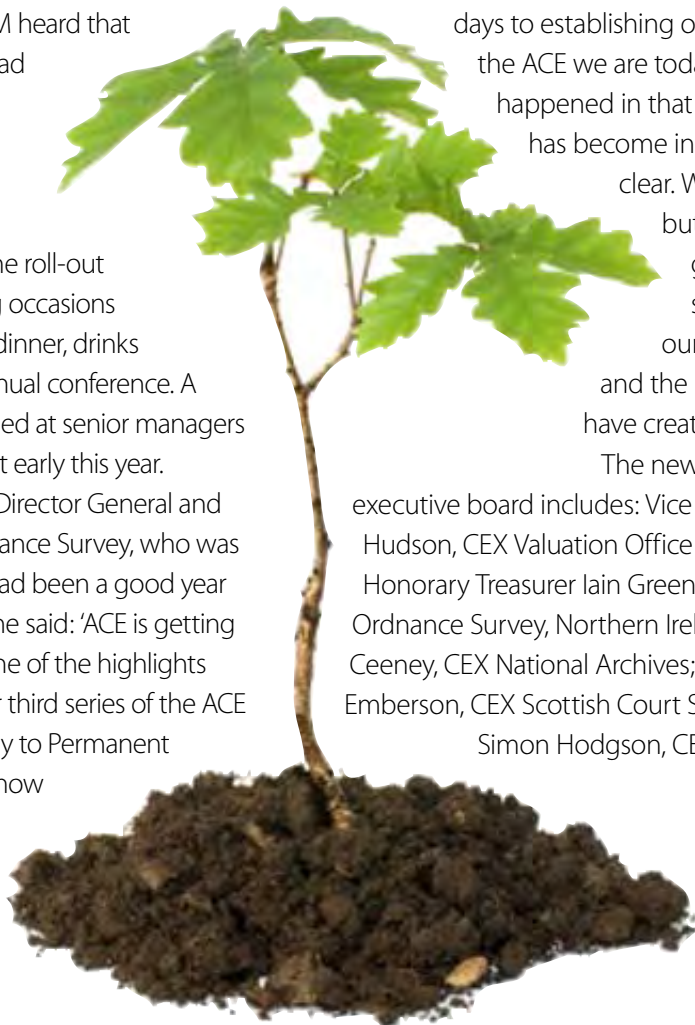
# Still growing

ACE is going from strength to strength. The Association's AGM heard that the past 12 months had seen membership rise to well over 150, the publication of a third issue of ACE Success Stories and the roll-out of regular networking occasions with the ACE annual dinner, drinks reception and the annual conference. A recruitment drive aimed at senior managers is due to be rolled-out early this year.

Vanessa Lawrence, Director General and Chief Executive, Ordnance Survey, who was elected chair, said it had been a good year for the Association. She said: 'ACE is getting bigger and bigger. One of the highlights was the launch of our third series of the ACE Success Stories directly to Permanent Secretaries. We have now published 126 stories of success and received positive feedback from many readers.

'It has taken us five years from the early days to establishing ourselves as the ACE we are today. A lot has happened in that time. Our role has become increasingly clear. We are a voice but not a lobby group. Our strength is in our membership and the network we have created.'

The new ACE executive board includes: Vice Chair Andrew Hudson, CEX Valuation Office Agency; Honorary Treasurer Iain Greenway, CEO Ordnance Survey, Northern Ireland; Natalie Ceeney, CEX National Archives; Eleanor Emberson, CEX Scottish Court Service; Simon Hodgson, CEO Forestry



## Congratulations to

ACE chair Vanessa Lawrence, Director General and CEO Ordnance Survey, on being appointed as a Companion of The Most Honourable Order of the Bath (CB) in the Queen's 2008 New Year honours list.

Commission; Alison Littley, CEX OGCBuying Solutions; Malcolm McKinnon, CEX SITRO; Gill Newton, CEX Fire Service College; Jane Platt, CEX National Savings & Investments; Claire Clancy, CEX and Clerk to the National Assembly for Wales, Archie Robertson, CEX Highways Agency and Paul Markwick, CEX Vehicle Certification Agency.

Diary dates for 2008 include the ACE Annual Dinner on Tuesday 1 April, House of Commons reception on 10 September and the Annual ACE Conference at the end of November.

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# From the personal to the political

How much people eat or exercise, or how they dispose of their waste is no longer simply a question of personal choice. That was the message from Cabinet Secretary Sir Gus O'Donnell to ACE Conference.

The growing problem of obesity in the UK, which if current trends continued would see 50% of the population obese by 2020, is one of a number of issues that has seen politics play a new role.

'The political answer to obesity 10 to 15 years ago would have been to say it is nothing to do with Government. Leave us alone. Don't give us the nanny-state. It is a personal responsibility issue. We now have cross-party consensus that this is an issue where government does have a role to play,' said Sir Gus.

'Our politicians have policies on how to tackle obesity that involve changing behaviour. This has enormous implications for us in the Civil Service. In health, for example, we are trying to change people's attitudes to exercise and in education we are trying to change attitudes to sport in the school curriculum.



'Our politicians have policies on how to tackle obesity that involve changing behaviour. This has enormous implications for us in the Civil Service'

'The boundaries of what Government should be influencing change through time. In the Thatcherite period people were keen to get Government out of the way. Now people are asking Government to get involved in more and more of these types of public health and other issues. Government

is setting climate change objectives that influence individuals' behaviours about light bulbs and how they handle their waste. All sorts of quite personal issues will start to get into the political space.'

Other drivers influencing the work of the Civil

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Service and its arms-length bodies included a much more demanding and wealthier population. 'People will be demanding much more of their public services. They will want more services tailored to their needs and they will want services to be available online. The digital divide is changing. Mobile phone take-up is soaring,' he said.

'It took 20 years for the first billion mobile phones to be sold globally and 40 months for the next billion. In the Australian equivalent of JobCentre Plus, vacancies are sent as texts to people's mobile phones. We are not doing that in the UK yet but it can't be far away.'

Globalisation was another factor. He said: 'While people become more demanding and as Government provides increasingly tailored services, we will be expected to do it all with less resources. Agencies that do not have to provide a person to person service will find more and more of their work done outside the UK. That is the way of the world. That is what the private sector is doing. If you think we can be immune to it, dream on!'

The future would require Agencies to be innovative. 'How much Government Ministers



'It took 20 years for the first billion mobile phones to be sold globally and 40 months for the next billion'

will allow civil servants to be flexible and innovative is an interesting question. I do not think politicians will ever let go of the how. But I do think we have to innovate and take measured risks which means that sometimes it will go wrong.'

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# Tailor-made services

The how of improving public services was a theme taken up by Ed Miliband, Minister for the Cabinet Office. How public services could be tailored around the needs of citizens. 'Until I came to this job four months ago I didn't know much about service transformation or what it meant,' he said.

'But since I have been talking to people I can see what a transformation changes to some services have had on people. The pension service has been transformed. We have got over the idea that elderly people actually want to go in to the post office every week to collect their pension.

'I never thought I'd be interested in diagrams and mapping but I was looking at the customer journey mapping for free school meals and it makes you want to tear your hair out. If that is the way public services are designed, it is no wonder it is quite difficult to get parents to engage in their children's education when the experience of the system is so negative.

'Thinking about tailoring services around the citizen seems to me the absolute challenge of providing quality services. How can we encourage that process further?'



'High quality public services are important if we are going to demand engagement from citizens'

Improving services required the co-operation of the public. He said: 'If we think about the JobCentre Plus challenge of getting people back to work, they can't deliver that on their own. I don't just mean the co-operation of other Agencies, it also needs the co-operation of individuals themselves to be engaged.

'If Government faces one very big challenge in relation to the public, it is convincing them that the letterbox challenge, where you wait in your house for things to be delivered to you, may be true of some public services but not all of them. There is a role for the individual in making a

difference to his or her own life.

'Taking responsibility is, in many ways, just as important as having a high quality public service. High quality public services are important if we are going to demand engagement from citizens. We need to show individuals the respect and quality of services they expect.

'For me it is the quality of the citizen experience that is the central challenge we face in providing quality public services. A strong and responsive public sector can change people's lives significantly for the better.'

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# Amazing change

What is the purpose of the Driver and Vehicle Licensing Agency? That was the question Clive Bennett, retiring CEX of the DVLA, put to conference. 'Our mission is not about producing driving licences,' he said. 'It is about improving road safety, reducing vehicle crime, improving the environment and improving the public's experience of government services.'

Bennett, who joined DVLA seven years ago from the private sector, said there had been no concept of outcomes just outputs when he joined the Agency. 'We created a mission and stuck to it like crazy. For me that was our burning platform in galvanising people into transforming the Agency from a paper-intensive, command and control agency to an electronic organisation based on team working and leadership.'

At the heart of that transformation was organisational change. He said: 'Non-territorial working (NTW) was a hugely controversial approach in government – to say to people you no longer own a desk. All staff in DVLA do NTW. It means that for the business we save 20% space and have an automatic clear desk policy that gives us better security of data. It



'It is about improving road safety, reducing vehicle crime, improving the environment and improving the public's experience of government services'

gives staff improvements such as the chance to sit by a window sometimes, to get away from someone they don't want to sit next to and the chance to meet new people.

'But, fundamentally, it is the cultural change of mixing people up that is great. It really is amazing that when you take away the

managers' offices and you mix the managers up with the rest of the staff, all the barriers come falling down. That is when you find grey becomes less important and the value of people becomes hugely more important. That is the fundamental building block on getting better loyalty and better productivity.'

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# People trust the Post Office

The Post Office missed a trick when the DVLA made vehicle tax available electronically. Alan Cook, MD of Post Office Ltd, said: 'If we had offered to sell tax discs on our website at a reduced rate to the DVLA, those people would still be our customers, even if they weren't coming into our branches. Our mindset in those days was very much about saving the branch, not saving the business.'

Cook, who took up the reins in March 2006, is determined to get the business back into profit and to modernise the way the Post Office transacts with its customers. Key to its transformation is developing the range of financial services it offers. Today the Post Office is the country's largest foreign exchange provider, the fastest growing car insurer and it is trialling a mortgage offer. 'Our research shows that some 95% of people see the Post Office as trustworthy,' he said.

It is this trust that Cook is hoping to build on in developing the PO's financial services. 'Many other financial service providers are dominated by large-scale providers who have largely lost the trust of their customers. It is a highly competitive market where you need to

'Our research shows that some 95% of people see the Post Office as trustworthy'



provide good services and low margins. We have the ability to provide volume so we are going into this area,' he said.

'We now have 7,000 branches where you can get foreign currency on demand. It doesn't matter when people go on holiday, they won't wait overnight to collect their currency. They want it there and then. The more foreign currency we put out into our network, the more we sell!'

The Post Office had to change the way it dealt with customers. He said: 'Business has always been on our terms. When you arrive at

a post office we say get in a queue and when you get to the front of the queue we will treat you nicely and you will feel okay.

'It used to be that everything you got from the post office you could only get in a post office. That has moved on. Even if you want a mail product, you don't have to go to a Post Office. There is wide competition. It is no longer good enough for us to say you have to transact with us on our terms. We have to transact with you on your terms.'

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# Getting the best out of people

Great companies always have great people. Great companies care passionately about how they get the best out of people. This is the experience of Terry Morgan, CEX of Tube Lines, responsible for maintaining and upgrading the infrastructure of the Jubilee, Northern and Piccadilly underground lines.

'The challenge we faced at transfer, when we transferred what we thought were 2,200 people from the public sector to the private sector, was expectations were enormous. People expected that poor performance would miraculously change. It doesn't. It was hugely difficult to change the people,' he said.

'I walked into a culture that can only be described as, I can't do. It was okay to fail provided you told your boss why. That is a culture I find unacceptable.

'Some people might think that talking about visions, values and behaviours are things that many companies do but don't necessarily believe in. I, as CEX of Tube Lines, passionately believe in my vision and values. I think the way to deliver my values is through appropriate behaviours.

'I am very keen to ensure appropriate behaviours. How you do things and make

'I am very keen to ensure appropriate behaviours. How you do things and make decisions is hugely important'



decisions is hugely important. Every year our top 100 people assess each other against the behaviours we value in the business. It goes from role models down to people whose behaviours are totally unacceptable. We rank and score each other and then come up with a league table and we are told where we sit in that ranking.

'That means somebody will be first in behaviours and somebody will be last. The one who is last probably knows it. In our business if your behaviours are the best your bonus is

doubled, if you are the worst you get no bonus. It soon sorts out the people who feel valued.

'The difficult part is when people who are perceived as high performers do badly in terms of behaviours. It is difficult. Do it. The organisation will say why on earth didn't you do it before. There is never any excuse to allow people with inappropriate behaviour to create leadership that you do not aspire to have in your business.'

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# Mission impossible

Planning for the invisible and delivering the impossible. That was how Meredydd Hughes, chief constable South Yorkshire Police, described his role of preparing UK police forces for the Olympics. There was a huge gap in terms of what we had available to meet the demands of the Olympics.

'We do not have enough protection trained police officers to protect all the VIPs who will want to come to the Olympics. We need to meet that shortfall so that at the close of the Olympics we don't have several thousand armed police officers that we have no use for,' he expanded.

'We need to be able to deliver that and scale it down effectively. If I am to train and equip firearms officers, I don't want their first job to be guarding the president of Israel. I would like them to have had experience before that. We will need to move large numbers – 20,000 police officers – around the UK. The biggest operation before was the G8 when we moved about 12,500 police officers into Scotland.'

Hughes applied the challenge of change to more everyday matters when he urged that, if future public services were to be centred more around the citizen, they would have to change



'We do not have enough protection trained police officers to protect all the VIPs who will want to come to the Olympics'

significantly. At the moment, he said, we had the police service, the court service, the probation service and the crown prosecution service. To the public they were indistinguishable. 'Why is the CPS still a separate organisation? The defence a single organisation defending a member of the public?' he asked. 'These lines are invisible to the public.'

Changing structures would require new leadership skills. He said: 'Leaders today, above all, need to be negotiators. We need to negotiate with the private sector. We need to become more effective than them at doing it because otherwise

all the profits, all the surpluses will accrue to them rather than to our stakeholders – the public.'

He had recently been on Institute of Directors courses to learn about running a business. 'I run two not-for-profit companies and a charitable wing as part of my role as chief constable,' he said.

'They allow me to fundraise to support my youth development work and to deliver long-term crime prevention goals that I can't deliver under my key performance indicators. In some I have a chief executive's role and in others I act as a Chair. Flexibility and fundraising skills are vital.'

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## Feedback

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# More about ACE

ACE is the UK ACE Association and is an inclusive organisation open to Chief Executives and senior managers who report to Chief Executives, working in central government Executive Agencies, Non-Departmental Public Bodies, Non-Ministerial Departments and Trading Funds. Other Chief Executives of public sector organisations are able to apply for membership, but approval of membership will be subject to the agreement of the Board. ACE promotes effective government and provides networking and learning opportunities for its members. ACE was formed in 2004 and exists to promote excellent working relationships throughout all aspects of government. It will seek, on an annual basis, to:

- Generate the opportunity for networking on the basis of an up-to-date database of contact details and specialisms.
- Produce regular newsletters for the purpose of promoting and sharing good practice, experience and knowledge.

- Organise an annual conference
- Organise two events which:
  - Highlight priority areas of action for government
  - Offer specific opportunities for networking across the public and private sector
  - Provide a point of contact between the Civil Service Steering Board (CSSB) and the Association and its members.

In undertaking the above, ACE will neither seek to involve itself in policy development nor representative lobbying. Neither will ACE have the power to make decisions that would bind one, any or all, of the members. ACE is funded from member subscriptions. The ACE London headquarters is located in the heart of Westminster and provides a range of facilities for members. This quiet and private location is ideal for relaxing, reading the current journals, meeting a colleague or simply having a cuppa. You can use the dedicated computer terminal to access the internet and read your emails

- For a location map click [here](#).

